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THESIS

NAVY RECRUITER INCENTIVES AND MOTIVATION: A SURVEY OF ENLISTED RECRUITERS

by

Ellen H. Emerson

March 2001

Thesis Advisor:	John R. Barrios-Choplin
Associate Thesis Advisor:	Cary A. Simon

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This thesis analyzes factors affecting Navy recruiter motivation to meet mission requirements. Commander, Navy Recruiting Command publishes an annual awards instruction that highlights many awards which recruiters can work toward. Current motivational theory identifies two basic sources of worker motivation, extrinsic and intrinsic rewards. Additionally, civilian sales forces tend to employ tangible benefits, such as cash bonuses and other forms of compensation, to reward productive sales representatives. The question is which of these sources and which of these kinds of awards motivate the Navy's sales force, their recruiters. An online survey solicited the current enlisted recruiting force to determine their attitudes toward incentives. Survey results determined the following: recruiters rank intangible incentives higher than tangibles, a proposed goal sabbatical and proposed cash awards rank highest of all tangible incentives studied, and recruiter attitudes toward incentives vary according to their status (paygrade, whether or not they volunteered for recruiting duty, and if they belong to the Career Recruiting Force). A positive command climate is determined to be the number one factor in motivating recruiters to meet mission requirements.

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NAVY RECRUITER INCENTIVES AND MOTIVATION: A SURVEY OF ENLISTED RECRUITERS

Ellen H. Emerson
Lieutenant Commander, United States Navy
B.A., College of Charleston, 1986

Submitted in partial fulfillment of the
requirements for the degree of

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from the

NAVAL POSTGRADUATE SCHOOL
March 2001

Author: Ellen H. Emerson
Ellen H. Emerson

Approved by: John R. Barrios-Choplin
John R. Barrios-Choplin, Thesis Advisor

Cary A. Simon
Cary A. Simon, Associate Thesis Advisor

Reuben T. Harris
Reuben T. Harris, Dean
Graduate School of Business and Public Policy

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This thesis analyzes factors affecting Navy recruiter motivation to meet mission requirements. Commander, Navy Recruiting Command publishes an annual awards instruction that highlights many awards which recruiters can work toward. Current motivational theory identifies two basic sources of worker motivation, extrinsic and intrinsic rewards. Additionally, civilian sales forces tend to employ tangible benefits, such as cash bonuses and other forms of compensation, to reward productive sales representatives. The question is which of these sources and which of these kinds of awards motivate the Navy's sales force, their recruiters. An online survey solicited the current enlisted recruiting force to determine their attitudes toward incentives. Survey results determined the following: recruiters rank intangible incentives higher than tangibles, a proposed goal sabbatical and proposed cash awards rank highest of all tangible incentives studied, and recruiter attitudes toward incentives vary according to their status (paygrade, whether or not they volunteered for recruiting duty, and if they belong to the Career Recruiting Force). A positive command climate is determined to be the number one factor in motivating recruiters to meet mission requirements.

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ACRONYMS

ANOVA	Analyis of Variance
CNRC	Commander, Navy Recruiting Command
CO	Commanding Officer
CR	Chief Recruiter
CRF	Career Recruiting Force
EPO	Enlisted Programs Officer
NEC	Navy Enlistment Classification Code
NRD	Navy Recruiting District
NRS	Navy Recruiting Station
REIP	Recruiter Excellence Incentive Program
RINC	Recruiter in Charge
ROY	Recruiter of the Year
RST	Recruiter Selection Team
SDAP	Special Duty Assignment Pay
ZS	Zone Supervisor

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I. INTRODUCTION

A. BACKGROUND

In the late 1990s Commander Navy Recruiting Command (CNRC) faced incredible challenges not seen since the inception of the All-Volunteer Force in 1974. The personnel drawdown of the early 1990's led many in the private sector to conclude that the military was simply no longer hiring. In 1993, the nation inaugurated a President who lacked military experience; in addition an increased percentage of the population had no military experience either. Federal and local tuition assistance programs made the possibility of college attendance greater for the youth (17-21 years old) population. Military service was no longer seen as a positive entry-level job as it had been in the past. These factors led to what amounted to a crisis for Navy recruiting. In fact, the Navy missed its FiscalYear (FY) 98 recruiting objectives, and in FY99 fell 5000 new sailors short.

In order to combat the situation, the Navy began directing new resources toward recruiting. The recruiter sales force was increased to 4600 fleet Sailors on recruiting duty by the end of FY00. In addition, the Navy introduced many new incentives to encourage enlistment, from signing bonuses to increased College Fund benefits. The efforts paid off, as Navy achieved 100.3 percent of its new contract objective for FY00 (CNRC Operations brief, Nov 00).

Beyond simply increasing the size of its sales force, CNRC undertook new initiatives to spark production. Recruiters were equipped with new tools, ranging from laptop computers and other technologies to simpler things like Navy sweatsuits. The

intent of the relaxed clothing was to make recruiters look less intimidating and more approachable to the population that had little interaction/identification with the military.

CNRC has used various incentive plans to motivate recruiter production since the mid-1970s. Over this time, they have been based on individual production, team performance or a combination of both. Incentive systems have been geared toward sparking production of very targeted recruiting objectives (e.g., upper mental category high school graduates) or just generalized recruiting production (simply meeting overall new contract objective, without emphasis on any particular category). The incentive system currently in place recognizes both individual and team achievement and is focused on overall contract attainment; additionally recruiters are rewarded for boot camp graduation of their recruits. The current CNRC incentive system will be described in more detail in Chapter II.

Increasing the size of the sales force, providing new tools to the recruiters and a results-oriented incentive system have contributed to the turnaround in Navy recruiting performance. However, while Navy did meet its FY00 goals and is on track to meet FY01 goals, it is important to evaluate the effectiveness of these changes. Navy production per recruiter for FY00 was 1.06 contracts per month. This contrasts with a monthly rate of 2.60 for Air Force recruiters, and 1.16 for Marine Corps and 1.05 for Army recruiters (CNRC Operations brief, Nov 00). Market and system inefficiencies certainly play a part in recruiter performance (and can thus explain part of the difference between Air Force and Navy results), but recruiter motivation is a factor as well. This thesis will attempt to shed light on which incentives motivate Navy recruiters to perform.

B. PURPOSE

This thesis examines the incentives used by Commander, Navy Recruiting Command (CNRC) to motivate recruiter performance. Both national and local level incentives and other factors influencing performance are studied. The intent is to identify what factors affect recruiter motivation toward achieving their mission requirements.

C. RESEARCH QUESTIONS

The following research questions provide the framework for this thesis:

1. Primary

Are recruiters motivated to meet their mission requirements more by tangible or intangible incentives?

2. Secondary

- To what extent would possible new incentives motivate recruiters to meet mission requirements?
- How does status (e.g., Career Recruiting Force vs. 9585, volunteer vs. non-volunteer, paygrade) affect recruiters' reactions to incentives?
- What are the differing effects on motivation by recognition from within (self-motivation) and from varying sources such as peers or seniors in the organization?

D. SCOPE

This thesis studies the effects of various methods on motivating recruiter performance and is thus limited to the Navy Recruiting Command. Production recruiters there are charged with providing qualified men and women to meet the active Navy's enlisted personnel requirements. Because the emphasis is on enlisted Navy recruiting production, officers, support and staff personnel from the various echelons of CNRC are excluded.

E. METHODOLOGY

An internet-based survey of enlisted recruiters was conducted to solicit their evaluation of factors affecting motivation, ranging from incentives to command climate. The questionnaire was modeled after one previously used to survey Army recruiters on their motivation (Coronado, 1999), with additional questions developed with input from Navy field recruiters. The survey questionnaire is enclosed as Appendix A. 1079 recruiters participated in the online survey.

F. ORGANIZATION OF THESIS

Chapter II discusses the CNRC Incentive System as well as a literature review of motivational theory. Chapter III describes the methodology used in conducting the research. Chapter IV provides a quantitative analysis of data collected from the survey. Chapter V summarizes conclusions of the study and provides recommendations to CNRC. Finally, follow-on research is suggested.

II. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

A. INTRODUCTION

The focus of this study is to understand what motivates recruiters to meet their mission goals. This chapter will provide a framework for understanding the organization in which recruiters work, the Navy Recruiting Command, and the incentive system currently used by CNRC to motivate performance. It will close with a discussion of theories of motivation, which provide the background for the survey used to collect data in this research project.

B. NAVY RECRUITING

According to their webpage, the mission of CNRC is "to recruit men and women for enlisted, officer candidate, and officer status in the regular and reserve components of the Navy" (CNRC webpage). Further, they highlight the vision for the command:

> Navy Recruiting Command is the dedicated force in recruiting quality people for our Navy. We provide the Navy with the highest quality men and women of any armed service. All recruiting personnel will be highly screened volunteers. We will make recruiting a sought after assignment by fostering an atmosphere which promotes personal growth, personal satisfaction and quality of life for recruiting personnel and their families. Our career recruiting force is the cornerstone of the most highly motivated, best trained personnel of any command. We inspire personal initiative, communication and trust to enhance mission accomplishment and instill a sense of pride and command ownership. We enhance the future of our Navy through the people we recruit. (CNRC webpage)

The CNRC Commander, a two-star Admiral, and his staff are headquartered in Millington, TN. For purposes of administration and operations, the nation is divided into four geographic regions, each headed by a Navy Captain (paygrade O-6). Each Region

consists of approximately six Navy Recruiting Districts (NRD), commands encompassing geographic areas of large cities or territories comprised of several states. The NRD Commanding Officer (CO) is an O-5, who serves in command of the district for 18-24 months. The CO is relieved by the second in command, or Executive Officer (XO), another O-5 who has been at the command for approximately 18 months.

The NRD is divided into two chief departments for production – Officer Programs and Enlisted Programs. The Enlisted Programs Officer (EPO) is typically a junior officer whose only recruiting experience is during the current assignment.

While the EPO is the titular head of the district's enlisted production effort, it is the Chief Recruiter (CR) who drives the recruiters within the command to achieving their monthly goals. The CR is a senior enlisted, a Senior or Master Chief Petty Officer (E-8 or E-9), and is a member of the Career Recruiting Force (CRF). Normally, the CR has been in recruiting for ten to fifteen years, having transferred into the CRF community during a recruiting tour while in a more junior paygrade.

Zone Supervisors (ZS) oversee the NRD's five to six geographic zones, reporting to the CR. Each "Zone Supe" is responsible for six to seven Navy Recruiting Stations (NRS). Geographic divisions are based on population, and a ZS's territory might be in one metropolitan area, for example in the densely populated East Coast, or might cover several states as in the less populated Western region of the US. The majority of ZS billets are filled by CRF personnel.

The Recruiter-in-Charge (RINC) of an NRS is typically a mid-level enlisted, with anywhere from one to seven years of experience in recruiting. The RINC may or may

. not be a member of the CRF. NRSes range in size from two-person stations to larger complements of four to five recruiters. Most NRSes are manned with first-tour recruiters who are spending their shore assignment in a field unrelated from their regular occupation specialty in the operational commands of the Navy. Non-CRF production recruiters carry the Navy Enlisted Classification code (NEC) 9585, and they are often referred to as "9585s" in the recruiting parlance.

In 1998 CNRC established the Recruiter Selection Team (RST), comprised of members of the CRF who are assigned predominantly in fleet concentration areas. RST members visit Navy commands on "recruit the recruiter" missions. In addition they interview prospective recruiters to assess their potential as recruiters. The Navy uses several incentives to entice sailors to volunteer for this challenging duty. The RST webpage summarizes the benefits as follow:

> Duty as a production recruiter has advantages such as Special Duty Assignment (SDA) pay, letters of commendation, Navy Achievement and Navy Commendation Medals for above-average performers, meritorious advancement through E7 for exceptional performance, one year tour extensions and partial sea duty credit upon completion of a full 36 month tour. It also allows you the possibility to be stationed in your hometown or other location that would normally not be available through your rating detailing process. (RST webpage)

SDA pay is currently set at $375 per month. Partial sea duty credit is available only for specified NRDs. Meritorious Advancement is available through the Recruiting Excellence Incentive Program (REIP), which will be discussed later in this chapter.

CNRC receives its annual recruiting goals from the Military Personnel Plans and Policy branch of the Navy staff in Washington, DC. These goals filter from CNRC through the regions to the districts. The EPO/CR then assign goals to ZS who in turn

goal stations. While recruiters do not receive an individual goal assignment, they are expected to do their part to help the station make its monthly goal. Because of the monthly goaling, the recruiting process is typically seen as an endless cycle of working from month to month. Responsibilities in the field are twofold: first, meeting New Contract Objective (NCO), which means signing contracts with applicants who enter a Delayed Entry Pool (DEP) and wait up to one year before reporting to boot camp. Secondly, recruiters must make a shipping objective – actual recruits sent to the Recruit Training Center each month. Shippers, as they are known, typically are enlistees who have spent a number of months in the DEP, during which time their recruiters help them prepare for recruit training.

C. CNRC INCENTIVE SYSTEM

As discussed in Chapter I, CNRC uses an incentive system to motivate recruiters toward accomplishing production requirements. The instruction in place during FY00 stated:

> Recognizing that teamwork is central to the way the Navy conducts its day-to-day business, team production is the standard by which recruiting personnel are expected to perform and earn recognition for superior production. Contributions made by any and all elements of the team are integral to our overall success. Individual production will be important, but not an all-inclusive factor in performance reviews, evaluations, and award nominations (CNRC Awards Instruction).

Awards specified in the CNRC instruction include:

1. Enlisted Production Awards

These team-based awards are military medals guaranteed for meeting specific production milestones: Navy-Marine Corps Achievement Medal (NAM) for accomplishing 101% net new contract objective and less than 15% attrition from the DEP

pool during the specific FY. Navy-Marine Corps Commendation Medal (NCM) for accomplishing 120% net new contract objective and less than 15% DEP attrition. The instruction further specifies that COs are not allowed to use NAMs as incentives for production (e.g., awarding a medal to any recruiter who meets a specified production target during a certain month).

2. Gold Wreath Awards

Navy recruiters are identified with a CNRC insignia they wear on the left breast pocket of their uniform. When they have achieved specified production objectives, they are awarded a gold device which encircles the insignia disk. The first Gold Wreath award is the wreath itself; subsequent awards are metallic attachments to the wreath.

The CNRC instruction specifies that "all recruiters...will be eligible to earn their first and subsequent Gold Wreaths as part of teamwork competition. Individual Gold Wreaths can be earned simultaneously with team Gold Wreaths." Award eligibility is attained when the NRS achieves cumulative assigned net new contract objective for any consecutive three month period or 150% NCO for any month. Recruiters are eligible to earn additional individual Gold Wreath awards for writing four net new contracts in any one month period or eight contracts in a consecutive three-month period. When worn without a Gold Wreath, the command insignia is commonly referred to as a "rookie cookie." Attainment of the first Gold Wreath award is seen to mark a rite of passage for recruiters from neophyte to experienced sales representative.

3. Recruiting Excellence Incentive Program (REIP)

Each fiscal year each NRD can meritoriously promote a number of recruiters based on their success. This program is available for sailors to advance to paygrades E5

and E6; there are a limited number of promotions to E7, which are decided by a national board. In addition to meeting basic promotion eligibility requirements, recruiters must have served onboard the NRD for at least 18 months. This time limit was established to ensure NRDs recognize long-term superior performers and do not promote the favored recruiter of the day. Currently CRF personnel are not eligible for the REIP program.

4. Annual Individual and Unit Awards

Every fiscal year each NRD selects a Recruiter of the Year (ROY), based on individual production and overall contribution to the team effort. The District ROY competes at Regional level and then one national ROY is selected by a board. The board also selects a RINC, a ZS and a Chief Recruiter of the Year. These honorees are hosted in Washington, DC during "ROY Week," in which they meet the Chief of Naval Operations and Secretary of the Navy, and attend several special events.

D. THEORETICAL FRAMEWORK

1. Economic Man Theory

Economics is one field that seeks to explain man's decision-making processes. Man often has to make decisions regarding his employment. One theory regarding employment is rooted in what is known as rational economics. This "Economic Man Theory" explains that faced with a number of alternatives, a rational employee will choose the course of action yielding the greatest financial benefit (Mankiw, 1996). Thus, money becomes the predominant factor in employees' decision-making processes. Utility for an employee comes from financial gain.

In 1990, researcher Beth Asch of the RAND Corporation published a study of how well recruiters at NRD Chicago responded to an incentive system then in place

called the Freeman Plan. Ultimately the Freeman Plan would result in remuneration for recruiters through guaranteed promotion upon meeting specified recruiting targets. The bottom-line of the study was that recruiters respond to incentives. While the study did confirm the motivation toward making money, thus supporting the economic man theory, it also revealed another important aspect of worker motivation. Recruiters were able to plan for and manage their own goal attainment, either frontloading their work early in the competition cycle or playing catch-up toward the end. In other words, recruiters developed their own personal production curve. This matters because these autonomous decisions by recruiters underscore another theory of worker motivation, that of intrinsic rewards. CNRC stopped using the Freeman Plan in the early 1990s, around the time of the personnel drawdown.

2. Intrinsic/Extrinsic Motivation Theory

Before looking at intrinsic/extrinsic rewards as motivators, it is important to understand basic motivation theories. In fact, if economic benefit is seen as a reward, economic rational decision-making can be seen as a motivational theory – workers opt for the plan that will bring the greatest benefit, with monetary compensation their reward. Many behavioral theorists, however, have sought deeper explanations for human/worker behavior.

Frederick Herzberg's Motivator-Hygiene Theory was first published in 1959. He described rewards from work as fitting into two categories. The absence of hygiene factors, such as pay or working condition, cause dissatisfaction. Their presence, however, does not guarantee satisfaction or motivation to increase output. On the other hand, rewards intrinsic to task completion, such as recognition or promotion, serve as

motivators to workers. Their absence does not guarantee dissatisfaction, but their presence leads to greater motivation (Condrey, 1998).

In 1964, Victor Vroom published his Expectancy Theory of human behavior. In essence, behavior is explained in terms of the actor's expectation of achieving certain goals through specific behaviors. The actor assesses the value of the expected outcomes and acts in a way to achieve the preferred result.

Herzberg and Vroom explain that work results in rewards and these rewards have differing values to workers. Other behavioralists have concentrated on the source of these rewards – either they are intrinsic to the task itself (such as job satisfaction) or they are rewarded from an outside source (e.g., recognition). Kenneth Thomas and Erik Jansen define intrinsic motivation as those "psychological rewards that individuals derive directly from their work tasks" (Thomas and Jansen, 1996). Extrinsic rewards, then, are those that come from outside the task. Recognition by peers or a supervisor, is a form of reward.

Why does the source of motivation – intrinsic or extrinsic – matter to Navy recruiting? In earlier research, Thomas and Jansen summarize several benefits of instilling intrinsic motivation in a military setting – increased activity and initiative on an individual level and responsiveness and innovation at unit and organizational levels (Thomas and Jansen, 1996). In her thesis on US Army Recruiting Command, Coronado recognizes a strategic value to intrinsic motivation, as developing an inherently satisfying reward system could ultimately result in satisfied mission requirements and significant cost-savings (Coronado, 1999). The purpose of this study is to discover if/how Navy

recruiters value intrinsic motivators, in order to assess if a similar strategy would hold true for Navy Recruiting Command.

However, before making the jump to intrinsic motivation as the sole source of success in Navy recruiting, it is important to remember that CNRC is not a typical Navy command. Duty as a recruiter often finds sailors in unique situations. The Recruiter Selection Team highlights how recruiting differs from typical fleet duty:

> Experience has shown that only top performing petty officers who are motivated to tell their Navy story to others succeed in the unique and demanding role of a Navy recruiter.
>
> Production recruiters are frequently on independent duty, responsible for achieving demanding accession goals. They must learn about a myriad of accession programs and be able to supply this information to applicants.
>
> Recruiters and recruiting support personnel develop extensive community relations....Often located in areas far from military installations and associated support facilities, their success requires hard work, exceptional dedication to duty and a strong belief in the advantages of a Navy career." (RST webpage)

A Navy recruiter represents the typical fleet sailor, but given the breadth and intricacy of his job, he is not a typical sailor while on recruiting duty. This is recognized by the fact that recruiters receive Special Duty Assignment Pay (SDAP) of $375 a month. Thus, the Navy rewards its sales force.

Michael Beer recognizes that "in some industries or functions – sales, for example – incentive compensation is the prevailing practice. In these areas, without paying for performance, an organization will lose its best people. Yet by paying for performance, the company runs the danger of encouraging self-interest instead of organizational commitment (Beer, 1994)." Beer makes two observations important to this study – one,

that incentive compensation is the normally accepted practice in civilian sales organizations. His second observation is the risk that pay for performance will hinder a worker's organizational commitment, a serious risk that a military organization, which functions on commitment, must consider.

To provide a fuller insight into this question, Jae Moon discusses the tie between extrinsic motivation and organizational commitment:

> Extrinsic motivation is more feasible in terms of its association with organizational commitment. Many pay-for-performance initiatives firmly base their theoretical foundation on the classical expectancy framework that an individual's pay expectancy affects his or her organizational behavior, commitment and performance. (Moon, 2000)

She also notes a benefit to instilling a sense of intrinsic motivation in workers:

> Those who have a higher level of intrinsic motivation (a sense of achievement or job importance) are likely to have a higher level of organizational commitment. In other words they are likely to be more identified with their organizations and more actively involved.... (Moon, 2000)

So, what is the Navy to do? It's important to ask the recruiters themselves. If indeed they have a strong level of commitment to the mission and organization, it is possible that capitalizing on intrinsic motivators will do the trick toward spurring increased production (in return strengthening their organizational commitment). This goes back to Herzberg and his theory of increasing performance by increasing the use of motivators. But if the hygiene factors are not resolved, then extrinsic motivators might be seen as more important. Increased production will then require strengthening the hygiene factors in order to then capitalize on the intrinsic motivators.

III. METHODOLOGY

A. OVERVIEW

This chapter provides a description of the survey sample and study variables used for this thesis research.

The intent of this thesis is to provide a succinct and easy to understand evaluation of various methods for motivating recruiter performance. Recruiter opinions of aspects of the current CNRC incentive program and proposed incentives were solicited through a survey. The goal is to enhance recruiter performance by providing recommendations to CNRC for improvements to the incentive system.

The survey is designed to provide answers to the following research questions:

1. Primary

Are recruiters motivated to meet their mission requirements more by tangible or intangible incentives?

2. Secondary

- To what extent would possible new incentives motivate recruiters to meet mission requirements?
- How does status (e.g., Career Recruiting Force vs. 9585, volunteer vs. non-volunteer, paygrade) affect recruiters' reactions to incentives?
- What are the differing effects on motivation by recognition from within (self-motivation) and from varying sources such as peers or seniors in the organization?

B. SURVEY DATA

The scope of this survey is limited to on-production recruiters and RINCs. It does not include reserve recruiters nor support personnel at Headquarters or field commands. This survey marks an important first for Navy Recruiting Command, as it was the first

on-line survey conducted over the CNRC intranet (known as Showcase). The survey was made available on-line for a 17-day period during the first quarter of FY01. Participation was voluntary. At the end of the survey period, 1079 responses had been received. This represents 21.6 percent of the 5000 recruiters currently on-production for the U.S. Navy. Figure 3.1 illustrates the distribution of the survey sample. Note that neither CNRC nor the Navy Personnel Command track the breakdown of the E-7, E-8 and E-9 populations by individual paygrade.

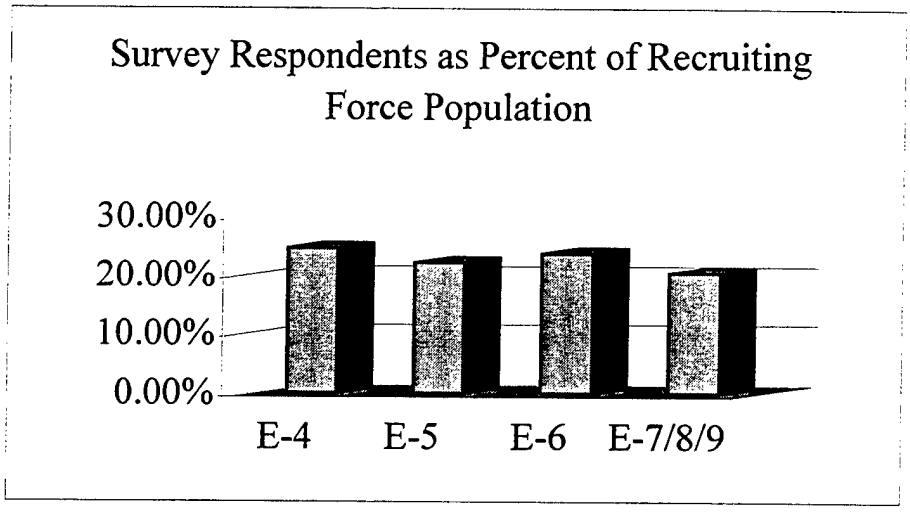

Figure 3.1 Distribution of the Survey Sample.

C. SURVEY VARIABLES

The survey was designed to elicit responses from recruiters regarding what motivates them to perform their mission. Respondents were asked a total of 20 closed-end questions about the extent to which they agreed with a given statement regarding a current or possible incentive. Their responses were gauged on a five-point Likert scale ranging from strongly agree to strongly disagree. As discussed in Chapter II, factors affecting motivation were assumed to fall into two categories, extrinsic or intrinsic

rewards. In order to put scientific theory into a practical application, the factors are further assumed to fall into categories of tangibility – tangibles are those that are either material (medals, plaques) or have a strong physical connection – promotion results in increased pay, a tangible reward; completion of training is documented with a certificate; assigned recruiting goals can be expressed in a goaling letter. Intangibles, for example, are words of support from a supervisor or innate desires for success. Survey questions are designed to measure effects by intrinsic intangible (six questions), extrinsic intangible (four questions) and extrinsic tangible (ten questions).

The next section is six open-ended questions asking for respondents' individual opinions on current national and local incentives, suggestions for national and local incentives, and responses regarding the primary contributors and deterrents to their motivation. Lastly, seven questions sought demographic information, such as paygrade, rating, recruiting region, months on duty, Career Recruiting Force status, and whether they volunteered for recruiting or not.

In developing the survey it was paramount to make it easy to understand and quick to take. A recruiter's time is limited and the intent was to detract from their production as little as possible. Specific incentive awards, such as National Recruiter of the Year, were taken from the CNRC instruction. Potential awards, such as a cash award for a recruit's completion of basic training, were included based on telephone interviews of recruiters around the country. Their suggestions were used in designing survey questions regarding possible awards. The survey was tested for face validity with eight recruiters in the field and experienced recruiters now serving on the CNRC staff. The survey is enclosed as Appendix A.

D. PRESENTATION OF THE DATA

In Chapter IV, responses to the 20 open-ended questions will be presented in tables with each variable in rank order of its mean. In addition to a cumulative representation, responses will be tallied according to demographic grouping, such as paygrade, volunteer and Career Recruiting Force status. Responses to the open-ended questions will be coded and the results to each question will be represented in frequency tables.

IV. DATA ANALYSIS

A. INTRODUCTION

This chapter presents the results of a survey administered to Navy recruiters. Tables display the means of responses to 20 closed-ended questions. These questions garner how recruiters rank the motivational effect of various aspects of Navy recruiting incentives. Frequency tables present the results of six open-ended questions. These questions assess recruiters' opinions of various local and national incentives, as well as garner their proposals for new incentives.

The Navy recruiter survey was based on a survey of Army recruiters conducted as research for a thesis by Christine Coronado. New questions for the Navy survey were developed from the CNRC awards instruction as well as from telephone interviews with recruiters at nine recruiting stations throughout the country. Eight recruiters at recruiting stations and at CNRC headquarters tested the survey for face validity and indicated a strong face validity between intended and perceived meaning of the questions.

The Recruiter Survey was deployed on the CNRC intranet (known as "Showcase") for a 17 day period during the first quarter of FY01. Participation was voluntary and was open to the 5000 Navy Sailors currently on recruiting duty. The survey had a 21.6 percent response rate. Table 4.1 represents the distribution of survey respondents. As far as can be determined, the survey sample appears to be representative of the population.

VARIABLE	Number of Respondents	Percentage of Respondents
E-4	57	5.28
E-5	379	35.13
E-6	455	42.17
E-7	151	13.99
E-8	34	3.15
E-9	3	0.28
Non-Career Recruiting Force	974	90.27
Career Recruiting Force	105	9.73
Volunteer	685	63.48
Non-Volunteer	394	36.52

Table 4.1. Distribution of Survey Respondents.

B. RESPONSES TO CLOSED-ENDED QUESTIONS

In this survey recruiters were asked to provide their opinions of various factors affecting their motivation. A five-point Likert scale was used, with one being the highest score and five being the lowest score recruiters could assign. The questions asked recruiters to determine the extent to which they agreed or disagreed with specific incentives affecting their motivation to meet mission. The scale used was as follows:

1 - Strongly Agree
2 - Agree
3 - Neither Agree nor Disagree
4 - Disagree
5 - Strongly Disagree

Scores closer to one mean incentives have a more positive effect on motivation. Scores closer to five mean incentives have a less positive impact on motivation. The survey had an unexpected result, as all the means were below 3.0. This can be explained by certain sample selection biases. First, Sailors selected for recruiting duty tend to be very motivated in general. Secondly, as survey participation was voluntary, those

recruiters who are more motivated are more likely to have participated and are more likely to be motivated by the incentive system.

1. Variables and Recruiter Motivation

The primary research question is which incentives do or would motivate recruiters to meet mission requirements. Table 4.2 presents a rank order of the variables in the order of their impact on recruiter motivation. The variables are displayed with their mean values. The variables with the highest positive impact on motivation are at the top of the list and those with the lowest positive impact are at the bottom.

Incentives Motivating Recruiters to Meet Mission	Mean Value
Positive Command Climate	1.61
Not wanting to let station down	1.69
I feel great accomplishing mission	1.76
Team success	1.78
Being part of winning team	1.79
One month with no goal	1.82
Cash for recruit finishing bootcamp	1.90
Encouragement from RINC	2.07
Cash for being NRD Recruiter ofMonth	2.10
Support from CO	2.17
Production NAM	2.18
REIP Advancement	2.19
I want a challenging mission	2.27
First Gold Wreath Award	2.33
Sales training program in the command	2.39
A challenging mission motivates me	2.50
Mission exceeding my expectations	2.52
Letter of Commendation/5th Gold Wreath	2.56
Being NRD Recruiter of Year	2.62
Being National Recruiter of Year	2.72

Table 4.2. Ranking of Incentives in order of Importance to Motivation.

A positive command climate appears to have the strongest positive effect on recruiter motivation. The next strongest motivation for recruiters comes from the desire to not let their station down and the positive feeling of accomplishing a mission they felt was beyond their ability. The top five motivators are rounded out with team success being more important than individual recognition and the desire to be part of a winning team. The results indicate that the three least motivating incentives are Letters of Commendation (fifth Gold Wreath award) and recognition as District and National Recruiter of the Year.

2. Tangible vs. Intangible/Extrinsic vs. Intrinsic Incentives

In order to answer the secondary research questions of the motivational effects of tangible versus intangible incentives, as well as extrinsic or intrinsic factors, variables were grouped into three categories: intrinsic intangible (six variables), extrinsic intangible (four) and extrinsic tangible (ten). These groupings were formed by combining intrinsic and extrinsic motivation theory with tangibility of rewards. Internal consistency reliability testing of the three groups indicated the groupings were acceptably reliable and therefore they are used as scales in this analysis. Tables 4.3, 4.4 and 4.5 present the means of each variable within their respective scale. A grand mean was calculated for each scale and is represented at the bottom of the table.

Based on the scale means, it appears that extrinsic intangibles have the strongest positive effect on recruiter motivation, followed by intrinsic intangibles and finally extrinsic tangibles.

Intrinsic Intangible Incentives	Mean Value
Not wanting to let station down	1.6886
I feel great accomplishing mission	1.7600
Being part of winning team	1.7878
I want a challenging mission	2.2651
A challenging mission motivates me	2.5012
Mission exceeding my expectations	2.5209
Scale Mean	**2.0873**

Table 4.3. Mean of Intrinsic Intangible Incentives.

Extrinsic Intangible Incentives	Mean Value
Positive Command Climate	1.607
Team Success	1.7785
Encouragement from RINC	2.0723
Support from CO	2.1668
Scale Mean	**1.90615**

Table 4.4 Mean of Extrinsic Intangible Incentives.

Extrinsic Intangible Incentives	Mean Value
One month with no goal	1.8248
Cash for recruit finishing bootcamp	1.8953
Cash for being NRD Recruiter of Month	2.1029
Production NAM	2.1798
REIP Advancement	2.19
Sales training program in command	2.3253
First Gold Wreath Award	2.3902
Letter of Commendation/5th Gold Wreath	2.5551
NRD Recruiter of the Year	2.6172
National Recruiter of the Year	2.7192
Scale Mean	**2.27998**

Table 4.5. Mean of Extrinsic Intangible Incentives.

3. Effectiveness of New Incentives

A secondary research question was to determine to what extent new incentives might motivate recruiters to meet mission requirements. Table 4.2 ranks the entire

grouping of variables in rank order. It is important to note that in Table 4.2 two of the proposed incentives, a one-month goal sabbatical as reward for making goal six consecutive months and a cash award for boot camp completion by a recruit, rank fifth and sixth of twenty incentives. Table 4.5 demonstrates that those two rewards rank highest of the group of extrinsic tangible incentives, with the third in that grouping being the third proposed reward, a cash award for being selected as NRD Recruiter of the Month. The Recruiter of the Month cash award ranks nine of the entire 20 variables studied in this survey. From this it appears that the proposed new incentives would have a strong positive effect on recruiter motivation.

4. Incentive Impacts Depending on Recruiter Status

A secondary research question was how incentives affect recruiters of different status, such as Career Recruiting Force members or not, self-identified volunteers for recruiting duty or not and paygrade. For this question, the incentives were separated into their three groupings, intrinsic intangible, extrinsic intangible and extrinsic tangible. One-way analysis of variance (ANOVA) of the mean values for each incentive grouping compared the motivational effects of these incentives among different the different status groups. They were tested for confidence at the 95 percent level ($p \leq .05$).

Table 4.6 displays results for Career Recruiting Force vs. regular 9585 (the recruiting NEC). There were 974 non-CRF and 105 CRF recruiters participating in this study, or 90.27 and 9.73 percent, respectively. As the ANOVA results in the table demonstrate, the different incentive groupings do have differing effects on CRF vs non-CRF members.

SCALE GROUPING	CRF	Non-CRF	p≤.05
Extrinsic Intangible	1.774	1.920	0.02
Intrinsic Intangible	1.960	2.101	0.04
Extrinsic Tangible	2.103	2.299	0.01

Table 4.6 Results for Career Recruiting Force vs. Regular 9585.

Table 4.7 displays the results for volunteers vs non-volunteers. In this study, 685 (63.5 percent) respondents said they volunteered for recruiting duty; 394 (36.5 percent) said they did not.

SCALE GROUPING	Volunteer Mean	Non-Volunteer Mean	p≤.05
Extrinsic Intangible	1.838	2.025	0.0001
Intrinsic Intangible	1.981	2.272	0.0001
Extrinsic Tangible	2.133	2.535	0.0001

Table 4.7 Results for Volunteers vs. Non Volunteers.

The three incentive groupings do have significantly different motivational effects on recruiters depending on their membership in the CRF and whether or not they consider themselves volunteers for recruiting duty.

Table 4.8 displays the results for paygrade. Due to the very small size of respondents for E-4 (52), E-8 (32) and E-9 (3) paygrades, they were not included in this analysis. E-5 was 379 (38.5 percent) of this group, with E-6 455 (46.2 percent) and E-7 151 (15.3 percent).

SCALE GROUPING	E-5 Mean	E-6 Mean	E-7 Mean	p≤.05
Extrinsic Intangible	1.931	1.893	1.879	0.57
Intrinsic Intangible	2.084	2.093	2.064	0.89
Extrinsic Tangible	2.169	2.295	2.454	0.0004

Table 4.8. Results for Paygrade.

The p-values for the intrinsic intangible and extrinsic intangible groups indicate that the intangible incentives do not have significantly different effects according to paygrade. The extrinsic tangibles do, based on their p-value of .0004, indicating that differences among E-5, E-6 and E-7 paygrades are likely at greater than 99 percent probability. A Scheffe test of the means in the extrinsic tangibles grouping confirmed that the differences between the E-5 and E-6 and E-5 and E-7 paygrades are statistically significant. The tangible incentive grouping contains awards such as Navy Achievement Medals that help Sailors gain points toward promotion, in addition to the REIP advancement program itself. In REIP there are some opportunities to advance to E-7, but they are more limited than the opportunities to advance from E-5 to E-6. This would help explain the differences in the motivational effects here. The fact that the different paygrades test for statistically significant differences between paygrades suggests that CNRC should consider a paygrade-tailored incentive system.

a. Most Effective Incentives for CRF and 9585 Recruiters

Table 4.9 displays, in rank order, the incentives affecting motivation for the CRF and non-CRF status groups.

The top nine incentives are the same for both groups, although the mean values do differ. This can be explained by the fact that CRF members are professional recruiters and thus have more vested in the recruiting system than the Sailors who are doing just one recruiting assignment.

Non-CRF	Mean	CRF	Mean
Positive Command Climate	1.613	Positive Command Climate	1.552
Not wanting to let station down	1.702	Not wanting to let station down	1.562
I feel great accomplishing mission	1.770	I feel great accomplishing mission	1.667
Team success	1.789	Team success	1.686
Being part of winning team	1.797	Being part of winning team	1.705
One month with no goal	1.830	One month with no goal	1.781
Cash for recruit finishing bootcamp	1.901	Cash for recruit finishing bootcamp	1.838
Encouragement from RINC	2.097	Encouragement from RINC	1.848
Cash for being NRD Recruiter of Month	2.118	Cash for being NRD Recruiter of Month	1.962
Support from CO	2.184	Production NAM	1.962
Production NAM	2.203	REIP Advancement	1.981
REIP Advancement	2.213	Support from CO	2.010
I want a challenging mission	2.282	I want a challenging mission	2.105
First Gold Wreath Award	2.344	First Gold Wreath Award	2.152
Sales training program in the command	2.408	Sales training program in the command	2.229
A challenging mission motivates me	2.511	Being NRD Recruiter of Year	2.267
Mission exceeding my expectations	2.543	Mission exceeding my expectations	2.314
Letter of Commendation/5th Gold Wreath	2.572	Letter of Commendation/5th Gold Wreath	2.400
Being NRD Recruiter of Year	2.655	A challenging mission motivates me	2.410
Being National Recruiter of Year	2.747	Being National Recruiter of Year	2.457

Table 4.9. Rank Order of Incentives for CRF/non-CRF Recruiters.

b. Most Effective Incentives for Volunteers and Non-Volunteers

Table 4.10 displays, in rank order, the incentives affecting motivation for the volunteer and non-volunteer status groups.

There are a couple of notable differences between these two groups. First, non-volunteers assign a higher motivational force to such intangibles as words of

encouragement and support from their CO. Additionally, they indicate that a strong sales training program is more important to their motivation than it is to volunteer recruiters. The REIP program is more valuable to volunteers. With a relatively high number of recruiters reporting they did not volunteer for the assignment, it is important to note the differences in what affects their motivation.

Non-Volunteer	Mean	Volunteer	Mean
Positive Command Climate	1.726	Positive Command Climate	1.539
Team success	1.830	Not wanting to let station down	1.596
Not wanting to let station down	1.850	Being part of winning team	1.673
I feel great accomplishing mission	1.893	I feel great accomplishing mission	1.683
One month with no goal	1.962	One month with no goal	1.746
Being part of winning team	1.987	Team success	1.749
Cash for recruit finishing bootcamp	2.140	Cash for recruit finishing bootcamp	1.755
Encouragement from RINC	2.213	Cash for being NRD Recruiter of Month	1.901
Support from CO	2.332	REIP Advancement	1.985
Production NAM	2.401	Encouragement from RINC	1.991
Cash for being NRD Recruiter of Month	2.454	Production NAM	2.053
I want a challenging mission	2.472	Support from CO	2.072
Sales training program in the command	2.523	I want a challenging mission	2.146
REIP Advancement	2.546	First Gold Wreath Award	2.149
First Gold Wreath Award	2.632	Sales training program in the command	2.314
A challenging mission motivates me	2.660	Mission exceeding my expectations	2.377
Letter of Commendation/5th Gold Wreath	2.766	A challenging mission motivates me	2.410
Mission exceeding my expectations	2.772	Letter of Commendation/5th Gold Wreath	2.434
Being NRD Recruiter of Year	2.904	Being NRD Recruiter of Year	2.453
Being National Recruiter of Year	3.023	Being National Recruiter of Year	2.545

Table 4.10. Rank Order of Incentives for Volunteers/Non-Volunteers.

c. Most Effective Incentives for Paygrades E-5, E-6 and E-7

Table 4.11 displays, in rank order, the incentives affecting motivation for differing paygrades.

While a Positive Command Climate is the most motivating factor for both E-5 and E-6 paygrades, Not wanting to let their station down is most motivating for E-7s. This could be because Chief Petty Officers see themselves as leaders and thus do not want to disappoint their teammates. REIP Advancement ranks higher for E-5s than E-6s and E-7s; E-5s have a much greater opportunity than those other paygrades to advance through REIP, in fact there are no provisions for advancement to E-8 through REIP, which would explain its low ranking in that paygrade.

C. SUMMARY RESULTS OF CLOSED-ENDED QUESTIONS

In summary, it appears that intangible factors have a much more significant impact on recruiter motivation, across all status categories. Proposed new awards, such as a goal sabbatical or cash awards, appear to be more motivating than the awards currently in the national awards instruction. However, given the relative value of their means, even the lowest ranking awards, Letters of Commendation, NRD and National Recruiter of the Year awards, still have a positive impact on recruiter motivation. Analysis of variance within the various demographic groups indicate that the incentives affect recruiter motivation differently according to the group of which a recruiter is a member. While intrinsic sources, such as self-drive, do have a positive effect on recruiter motivation, recruiters rank extrinsic factors, such as a positive command climate, as having a greater, positive, effect on their motivation.

E-5	Mean	E-6	Mean	E-7	Mean
Positive Command Climate	1.591	Positive Command Climate	1.607	Not wanting to let station down	1.623
Not wanting to let station down	1.726	Not wanting to let station down	1.653	Team success	1.629
I feel great accomplishing mission	1.755	Team success	1.743	Positive Command Climate	1.640
Being part of winning team	1.784	I feel great accomplishing mission	1.749	Being part of winning team	1.781
One month with no goal	1.794	One month with no goal	1.800	I feel great accomplishing mission	1.789
Cash for recruit finishing bootcamp	1.810	Being part of winning team	1.807	One month with no goal	1.887
REIP Advancement	1.884	Cash for recruit finishing bootcamp	1.932	Cash for recruit finishing bootcamp	1.934
Team success	1.897	Encouragement from RINC	2.055	Support from CO	2.040
Cash for being NRD Recruiter of Month	1.942	Cash for being NRD Recruiter of Month	2.154	I want a challenging mission	2.199
Production NAM	2.037	Support from CO	2.169	Encouragement from RINC	2.199
Encouragement from RINC	2.045	Production NAM	2.182	Cash for being NRD Recruiter of Month	2.258
Support from CO	2.193	I want a challenging mission	2.235	Sales training program in the command	2.318
First Gold Wreath Award	2.224	REIP Advancement	2.253	First Gold Wreath Award	2.338
I want a challenging mission	2.306	Sales training program in the command	2.363	Production NAM	2.450
Letter of Commendation /5th Gold Wreath	2.369	First Gold Wreath Award	2.376	A challenging mission motivates me	2.470
A challenging mission motivates me	2.446	A challenging mission motivates me	2.538	Mission exceeding my expectations	2.523
Sales training program in the command	2.478	Mission exceeding my expectations	2.578	REIP Advancement	2.735
Mission exceeding my expectations	2.485	Letter of Commendation/5th Gold Wreath	2.593	Letter of Commendation/5th Gold Wreath	2.762
Being NRD Recruiter of Year	2.544	Being NRD Recruiter of Year	2.604	Being NRD Recruiter of Year	2.795
Being National Recruiter of Year	2.609	Being National Recruiter of Year	2.692	Being National Recruiter of Year	3.066

Table 4.11 Rank Order of Incentives by Paygrade.

D. RECRUITER RESPONSES TO OPEN-ENDED QUESTIONS

Six open-ended questions were designed to garner further input from recruiters about the incentives and factors affecting their determination. Each question will be considered separately in this section. The responses for each question were divided into seven to eight categories by the author. The categories achieved inter-rater reliability by two students at the Naval Postgraduate School who categorized fifty responses for each question, with 99 percent agreement. The questions and response categories are as follows:

1. What Current Local Incentive Motivates You Most to Make Goal?

Personal Award – Those who responded that medals, REIP or advancement opportunities, Gold Wreaths and/or Recruiter of theYear recognition motivate them.

Satisfaction – Those who responded that their motivation comes from doing the job, pride, the satisfaction of recruiting and/or achieving personal goals.

Local Awards – Those who responded mentioned specific tangible awards of a local nature, such as Heroes etc.

Time – Those who responded that they are motivated by the opportunity to get time off or liberty, or time to spend with their family.

Team – Those who responded that they are motivated by the desire to help their NRS/Zone or NRD win annual or monthly awards or simply by team competition.

Fear – Those who responded that they are motivated by the desire to keep the chain of command off their back or are afraid not to succeed.

Command Support – Those who responded they are motivated by receiving recognition from the chain of command, or by positive leadership.

Figure 4.1 illustrates the frequency of responses to this question. Of the 1079 recruiters participating in the survey, 217 had no response to this question. 32 percent of the respondents indicated that the most effective current local incentive is time off.

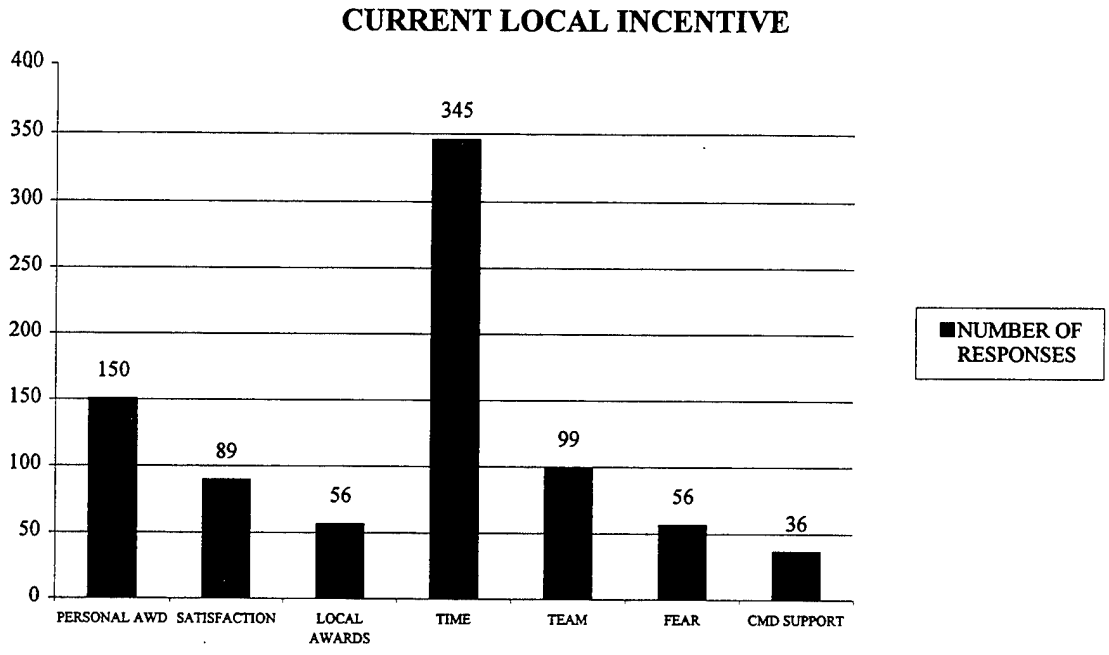

Figure 4.1 Frequency of Responses to Current Local Incentive.

2. What Current National Incentive Motivates You Most to Make Goal?

Don't Know – Those who responded indicated they do not know what the national incentives are or that they didn't know there are any.

ROY – Those who responded that their motivation comes from the possibility of being the National Recruiter of the Year, being recognized as a NORU Distinguished graduate, or other national attention.

Team – Those who responded that they are motivated by the desire to help their NRS/Zone or NRD win annual or monthly awards or simply by team competition.

REIP – Those who responded that they are motivated by the possibility of advancment or promotion.

Medals – Those who responded that medals, Gold Wreaths and/or Letters of Commendation motivate them.

Time – Those who responded that they are motivated by the opportunity to get time off or liberty, or time to spend with their family.

Job -- Those who responded that their motivation comes from doing the job, pride, the satisfaction of recruiting and/or achieving personal goals.

Figure 4.2 illustrates the frequency of responses to this question. 454 recruiters did not respond to this question. Of those who responded, there is not one clear most effective current national incentive, with opportunities for advancement and personal awards being very similar in motivational effect. It is important to note here that 4 percent of the survey respondents indicated they are not aware of there being a national incentive system.

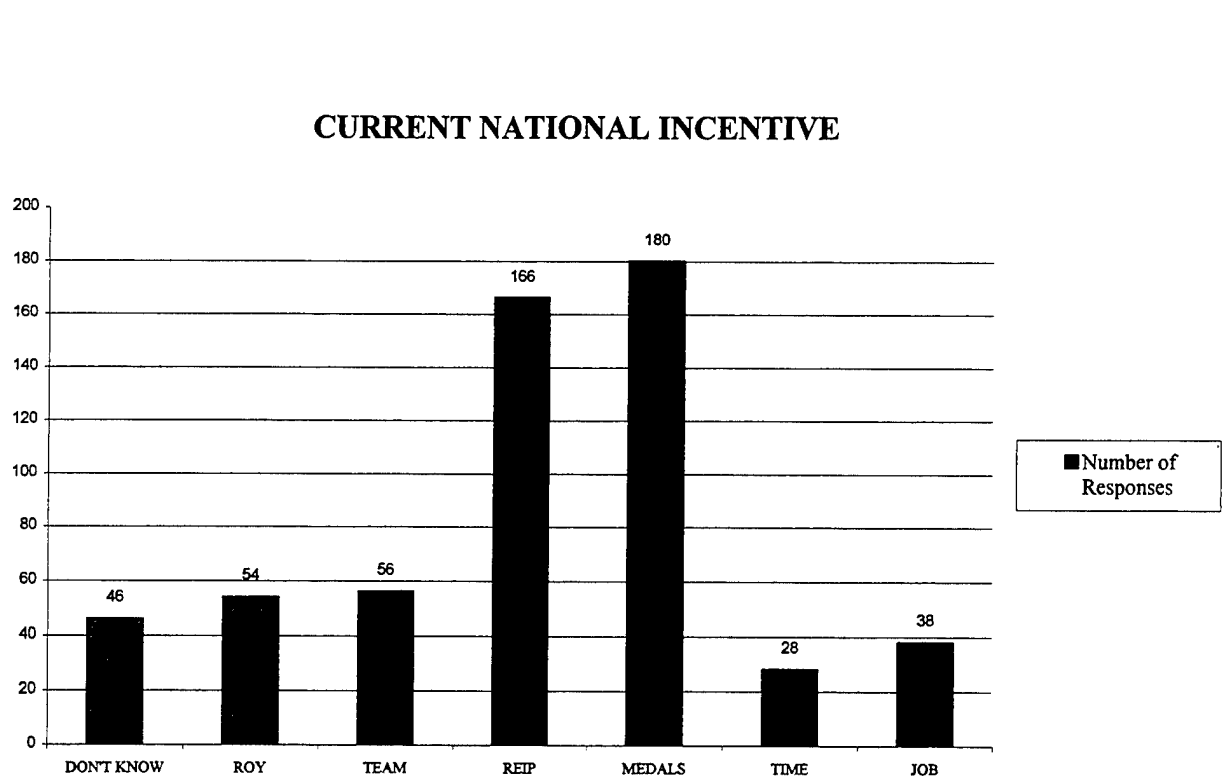

Figure 4.2 Frequency of Responses to Current National Incentive.

3. What New Local Incentive Would Motivate You Most to Make Goal?

Goaling – Those who responded that they would be motivated by a proposed goal sabbatical program, by lower or more achievable goals or the abolishment of gates during the month.

Time – Those who responded that they would motivated by the opportunity to get time off or liberty, or time to spend with their family.

Medals – Those who responded that they would be motivated by medals, Gold Wreaths and/or Letters of Commendation.

Less Attention – Those who responded that they would be motivated by hands off management, no more micromanagement.

Goodies – Those who responded that they would be motivated by tangibles such as gift certificates to local stores/restaurants, tickets to sporting events, gym memberships or cash awards.

Career – Those who responded that they would be motivated by promotion opportunities, good evaluations, help with detailing, and/or early orders out of recruiting.

More Attention – Those who responded that they would be motivated by positive leadership, receiving awards in a timely manner, resolution of conflicts with MEPS.

Figure 4.3 illustrates the frequency of responses to this question. 391 recruiters did not respond to this question. Of those who responded, 24 percent indicated that programs leading to time off would be the most effective new local incentive.

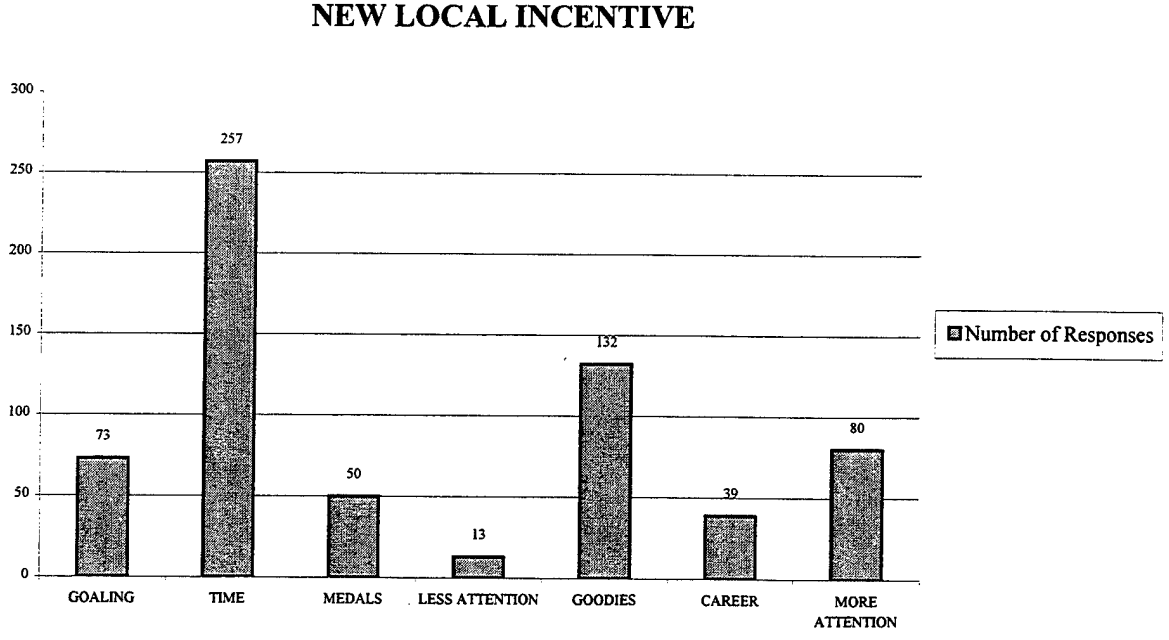

Figure 4.3 Frequency of Responses to New Local Incentive.

4. What New National Incentive Would Motivate You Most to Make Goal?

Cash – Those who responded that they would be motivated by cash awards and/or an increase in special duty assignment pay for recruiting.

Career – Those who responded that they would be motivated by promotion opportunities, good evaluations, help with detailing, and/or early orders out of recruiting.

Medals – Those who responded that they would be motivated by medals, Gold Wreaths and/or Letters of Commendation.

Time – Those who responded that they would be motivated by the opportunity to get time off or liberty, or time to spend with their family.

Goaling – Those who responded that they would be motivated by a proposed goal sabbatical program, by lower or more achievable goals or the abolishment of gates during the month.

Figure 4.4 illustrates the frequency of responses to this question. 354 recruiters did not respond to this question. 33 percent of the recruiters responding to this question indicate that some form of cash, either a bonus or an increase in SDA pay, would have the strongest positive motivating new national incentive.

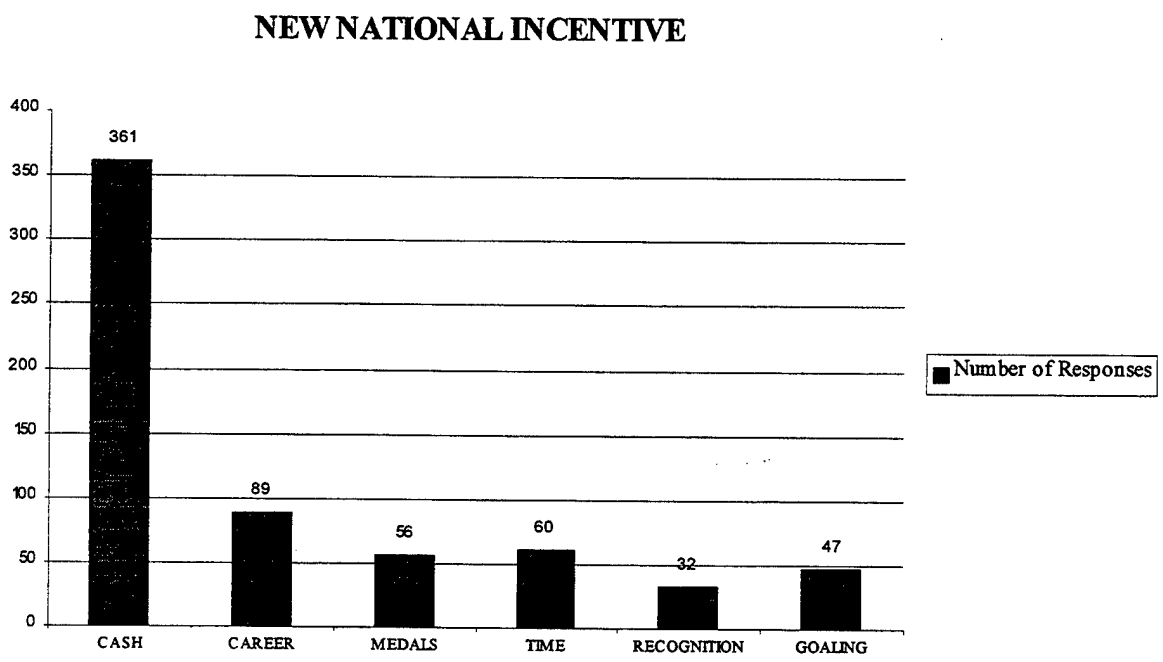

Figure 4.4 Frequency of Responses to New National Incentive.

5. What is the Primary Contributor to Your Motivation?

Self-drive – Those who responded that their motivation comes from their own desire to be successful, drive, self-motivation, pride.

Job Satisfaction – Those who responded that their motivation comes from doing the job, love of the Navy, sense of helping others.

Time – Those who responded that they are motivated by the opportunity to get time off or liberty.

Command Support – Those who responded that they are motivated by positive leadership examples within their command.

Fear – Those who responded that they are motivated by the desire to avoid pressure from the chain of command or are afraid of reprisal.

Family Support – Those who responded that they are motivated by family support or the desire to be with their family or at home.

Team – Those who responded that they are motivated by the desire to help their NRS/Zone or NRD win annual or monthly awards or simply by team competition.

Figure 4.5 illustrates the frequency of responses to this question. 69 recruiters did not respond to this question. Of those who responded, 30 percent indicated their self-motivation is the strongest contributor to their motivation.

PRIMARY CONTRIBUTOR TO MOTIVATION

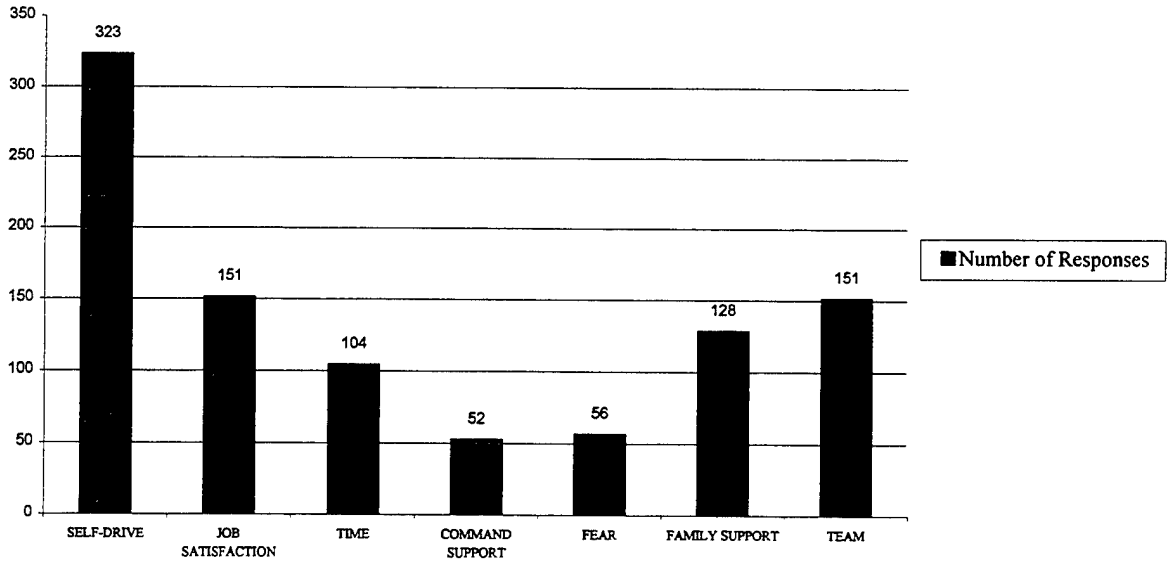

Figure 4.5 Frequency of Responses to Primary Contributor to Motivation.

6. What is the Primary Deterrent to Your Motivation?

Negative Climate – Those who responded that they are demotivated by threats, micromanagement, pressure, lack of teamwork, negative feedback.

Lack of Tools – Those who responded that they are demotivated by constantly changing rules/requirements, problems with MEPS, lack of supplies and/or training.

Long Hours – Those who responded that they are demotivated by long days, lack of family time, poor quality of life.

Local Market – Those who responded that they are demotivated by working in an anti-military community, applicants who can't qualify, civilian competition, attrition.

Lack of Recognition – Those who responded that they are demotivated by lack of recognition for doing or trying to do their job.

Focus on Numbers – Those who responded that they are demotivated by the command asking for more contracts after they've made goal, having to compensate for others failures/poor production.

Goaling – Those who responded that they are demotivated by goals not being distributed fairly or not having enough recruiters at their station.

Figure 4.6 illustrates the frequency of responses to this question. 158 recruiters did not respond to this question. Of those who responded, 28 percent indicate that a negative command climate is the strongest demotivator.

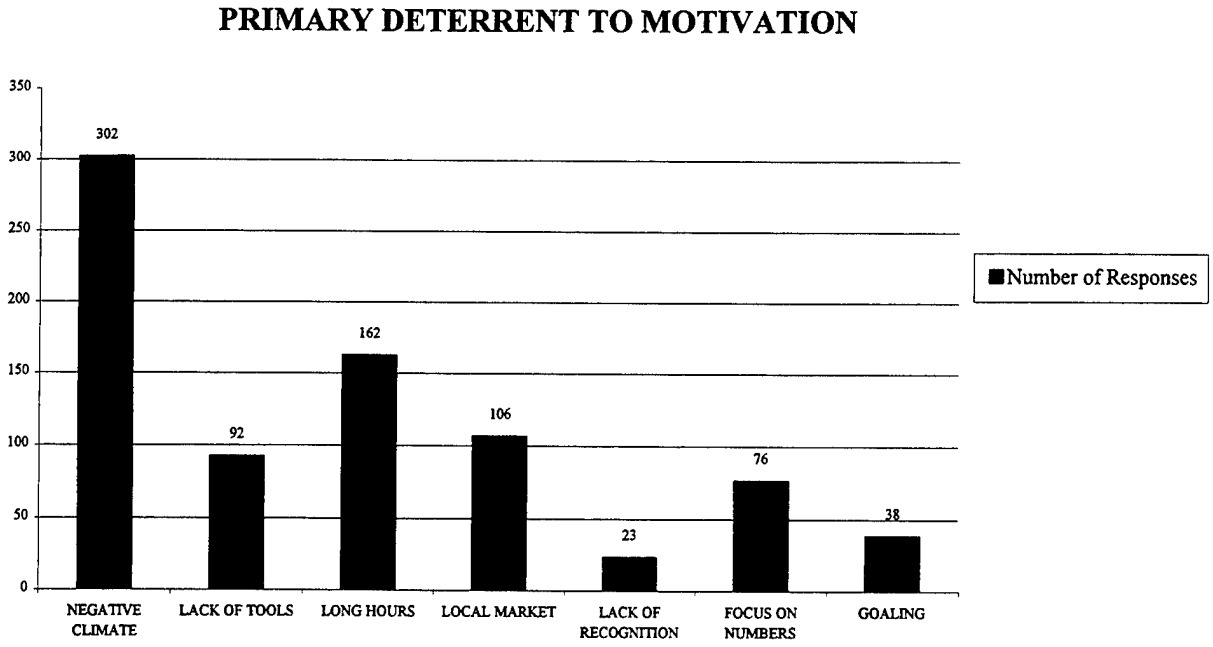

Figure 4.6 Frequency of Responses to Primary Deterrent to Motivation.

E. SUMMARY RESULTS OF OPEN-ENDED RESPONSES

In summary, time off is the most effective current or proposed award at the local level. At the national level, personal awards and promotion opportunity are indicated as the top motivators. Although personal awards and promotion are ranked lower than other incentives in the closed-ended section of the survey, they both have means lower than 3.0, indicating that recruiters agree they have a positive effect on motivation. This corresponds to the findings in the open-ended section.

Recruiters indicate their primary motivator is their own self-motivation, which corresponds to the high ranking of intrinsic intangible incentives in the closed-ended section of the survey. They indicate that their primary demotivator is a negative

command climate, which corresponds to the ranking of positive command climate as the number one motivator in the closed-ended section.

The open-ended questions reveal that recruiters are motivated more by intangible incentives than tangible ones, in keeping with the findings of the closed-ended responses. They report their own self-motivation to be the primary contributor to their motivation and an intangible negative command climate to be the primary demotivator. Their top proposed national incentive is tangible, cash awards, and their top local incentive is time, which can be seen as either tangible or intangible. The popularity of cash incentives indicate that new incentives centered on fiscal rewards is something for CNRC to consider.

Recruiters provided well thought-out responses to the open-ended questions; following are several quotes from their answers to the six questions:

What current local incentive motivates you most to meet goal?

"Make mission by 75% gate and get a 4-day liberty from the C.O."

"Keeping my end of the winning team bargain. I am part of a winning team and I won't let my shipmates down. Station and zone level competition is most important for me."

"[The] pride in my CO's voice when he calls."

"None, my command doles out all the required awards but there is no sincerity at all and it shows in the district performance."

What current national incentive motivates you most to meet goal?

"The Navy is my career, recruiting is my job and job satisfaction and goal completion is what drives me."

"REIP and not having a rookie cookie."

"None – when you work every Saturday who cares what the national incentive is."

"None motivate me personally to exceed mission. My station was put in for national station of the year; we did not win but here is why I feel our system fails. The station that won the award took 5 in-month attrites in Oct 00 and some more in Nov 00."

What new local incentive would motivate you most to meet goal?

"I believe it would be beneficial for CNRC to have a month break to take leave and spend time with family and prevent losing the leave that we deserve."

"Recruiters like getting stuff from District. One of the more popular items last year were totebags and briefcases with the NRD logo. Plaques are ok but some people get tired of them. Gift certificates to local restaurants or activities would be great."

"Goal isn't, in my opinion, something that can be driven by an incentive. Goal is our job. More time with our families is achieved by doing our job."

"Positive leadership vice always utilizing negative feedback or threats of repercussions."

What new national incentive would motivate you most to meet goal?

"The cash incentive sounds like a good idea except for the fact that I'm asked about that very thing on a regular basis by applicants and their family members. I proudly reply that it doesn't matter how many people I put in the Navy, the pay is the same."

"The making of recruiting a neutral duty. Everyone in recruiting, including the Admiral, feels that this is not shore duty, so if that is the way people feel then it must be so. What kind of incentive is it to have to go

back to sea after not having [shore duty]?

"Early transfer back to the fleet or time credit toward early retirement."

"Temporary orders to a ship in the fleet to maintain in-rate training."

"By meeting annual goals let that station advertise at a local movie theater for three months."

What is the primary contributor to your motivation to make goal?

"Being able to walk with my chest stuck out during next year's awards banquet."

"The concept that this is my Navy. I believe that my motivation comes from my strong sense of being the best and giving it my 100%. I believe if more people had the same ambition then maintaining a 2 ppr would be disgraceful."

"The outstanding leadership ability of my RINC. Who knows when to push, when to back off and knows what drives me and recognizes my efforts in this special assignment. One word: LEADERSHIP."

"Time off to spend with my family. Our families are the ones recruiting hurts the most. This is worse than a Med cruise."

"Not having to listen to the CRF community complain that the fleet sailors are not making goal."

What is the primary deterrent to your motivation to make goal?

"Not feeling part of a team, the hero to zero attitude, micromanagement."

"With all the Navy already offers us, anyone that can't be motivated in this business needs to take a strong look at their own personal character."

"Too many useless rules and regulations. Not enough common sense here in the field."

"As a second tour recruiter, seeing the lack of progress in the way we do business. The lack of concern for fleet sailors and their continuing careers, a high tech Navy with low tech, low quality methods and equipment to obtain mission or goal."

"Working hours, many factors are not under my control. [That] makes time management difficult. Seems that we keep getting more and more administrative and collateral tasks to do...and that cuts into production time and that affects how much personal time I get."

"The absolute focus by the chain of command [on] numbers. If we think about people first, the numbers will follow."

"Trying to meet percentage gates. Sometimes [that] puts pressure on us, which puts pressure on the applicant and which turns the applicants away. Sometimes some applicants would need to be worked slowly without demonstrating pressure to join."

V. CONCLUSIONS AND RECOMMENDATIONS

A. INTRODUCTION

This chapter provides the results of the data collected in an online survey of Navy recruiters. 1079 recruiters responded to 20 closed-ended and 6 open-ended questions. The results of the survey are used to answer the primary and secondary research questions outlined in Chapter 1.

B. THE MOTIVATIONAL IMPACT OF INCENTIVES

1. Intangible Incentives Have More Impact on Recruiters than Tangible Incentives

This survey asked recruiters to score the extent to which they agree or disagree to the motivational effect of 20 variables. These responses were scored on a 5-point Likert scale with a score of 1 indicating strongly agree and a score of 5 indicating strongly disagree. In the analysis of the data, the variables were separated into three groupings: intrinsic intangible, extrinsic intangible and extrinsic tangible. The mean value for the extrinsic intangible grouping was 1.906, compared to 2.087 for intrinsic intangible and 2.28 for extrinsic tangible. The low mean values for the first two groups indicate that recruiters assign a higher motivational effect to intangible incentives. When asked in the open-ended questions what the primary contributor to their motivation was, 30 percent of those recruiters responding said that their self-motivation was the number one contributor. In addition, 32 percent of the respondents to the question of the current local incentive with the strongest motivational impact reported that time-off for liberty or time to be with their family was the number one incentive. When asked to rank the number one national incentive with a positive impact on motivation, 32 percent responded that

medals or promotion opportunities had the strongest effect. These tangible incentives would seem to contradict the importance placed on intangibles elsewhere in the survey, but given that the national incentive system is currently centered on tangibles, it makes sense.

Most significantly, recruiters rank a positive command climate as being the most important factor that does or would have the greatest effect on their motivation. In the open-ended responses, 28 percent of the respondents indicate that the primary deterrent to their motivation is a negative command climate, citing such factors as micromanagement, threats and negative feedback. Within this subcategory, 12 percent of the responses indicate poor leadership from Zone Supervisors as having a negative impact on motivation, while an additional 6 percent refer to the CRF community specifically.

While tangible incentives do play an important role in recruiter motivation, the results of this study indicate that CNRC should place added emphasis on the intangible factors affecting recruiting performance.

2. Three New Incentives Could Positively Impact Recruiting

In designing this survey, input regarding possible new national incentives was solicited through telephone interviews with field recruiters. They suggested three new programs: a goal sabbatical program (one month with no goal in exchange for six consecutive months of making goal), a "Boot Bucks" program (cash award for every recruit who completes bootcamp training) and a "Recruiter of the Month Bucks" program (cash award for selection as NRD recruiter of the month.) The mean value for these awards was 1.825, 1.895 and 2.103, respectively; all have statistical significance. Compared to a grand mean of 2.147 for the entire 20 variables of the survey, these

awards could have a strong positive impact on recruiter motivation. In addition, these three tangible incentives rank higher than any of the existing tangible incentives in the survey.

3. A System of Tangible Incentives Tailored by Status Could Have a Positive Impact on Recruiters

When compared between the CRF and non-CRF communities, the incentives have differing mean values that test at 95 percent significance in a one-way analysis of variance (ANOVA). The same occurs when comparing recruiters who consider themselves volunteers and those who consider themselves non-volunteers. This distinction is important as it reveals that CNRC should consider developing a cafeteria-style incentives program in order to better cater to a recruiter's individual desires.

When comparing differences among pay grades, only the tangible incentives test positive for distinction between paygrade. Again, a system of tangible incentives tailored by paygrade should be considered. However, and more important, the paygrades as an aggregate rank intangible incentives as having a stronger positive effect than tangible incentives.

4. Recruiters Respond Favorably to Some Extrinsic Awards

Section 2 above discussed the importance of tangible vs. intangible incentives, having grouped the variables according to extrinsic versus intrinsic and tangibility. The lower mean value for the extrinsic intangible (1.906) compared to the value for intrinsic intangible (2.087) indicates that while recruiters have a high degree of self-motivation, they respond favorably to encouragement from outside, or extrinsic rewards. The Recruiter Selection Team, the screening process to become recruiters and the training at

the Navy Recruiting Orientation Unit all work to select and train highly motivated sailors for recruiting duty. It is important to note that Recruiting Command can increase recruiter motivation by ensuring recruiters work in a positive, extrinsically motivating environment.

C. DISCUSSION

The author found this study provided a valuable insight into the factors that affect recruiter motivation. One of the most illuminating sections of the survey was the open-ended responses in which the recruiters were able to provide their own comments on what works and does not work to motivate them to recruit for the Navy. The Navy is very fortunate to have such a highly motivated group trying to bring in the next generation of Sailors to man the fleet as we move into the 21st century. Some specific comments from recruiters indicate opportunities for improvement within recruiting. Recruiters provided the following responses when asked what new national incentive would motivate them:

> "Getting the pay that was already approved SDA pay"
>
> "Increase in our SDP as an equilibrium. Financially, some lost a lot of money by taking this job, which is more demanding, time-consuming and stressful."
>
> "I think the money incentive is a good idea as long as it is monitored by a good QA program."
>
> "Raise the SDA pay to the talked about $600 per month."
>
> "Increase special pay, help in paying costs for common everyday support or MWR items that others in the fleet get."

Two of the comments above refer to the "already approved" and "talked about $600 per month." As this thesis is being written, Congress has approved raising the ceiling for SDA pay to $600 from $375 per month. However, this increase has not been funded, nor have the services reached agreement on how to distribute the additional pay. But it appears that recruiters are aware that increased SDA pay has been approved. The additional comments above seem to indicate that pay is a hygiene factor for these recruiters, as compensation for the long hours or independent duty that they are experiencing. If they feel that they are owed an increased SDA pay that they are not seeing in their paychecks, the lack of this hygiene factor could be (or become) a dissatisfier or demotivator for them. It is my perception that communicating with the field about the status of the SDA pay increase would go a long way to lessening their confusion about this very important issue.

D. RECOMMENDATIONS

This survey provides several lessons about what motivates recruiters to meet their challenging recruiting goals. The following are recommendations to assist CNRC in capitalizing on recruiters' already strong self-motivation with the expected result of increasing their productivity:

1. Educate and Evaluate Leaders on Positive Command Climate

Recruiters rank a positive command climate as the top motivator, and a negative command climate as their highest demotivator. The issue of command climate is coming to the forefront throughout the Navy. A survey of junior Surface Warfare officers identified micromanagement and job dissatisfaction as reasons for attrition from the community; in response, the Surface Warfare community is taking steps to improve the

working environment in the fleet (Navy Times). The intent of this recruiter survey was not to assess how recruiters rate their command climate; however, it did determine that a positive command climate is the number one factor that does or would motivate a recruiter to meet mission. As the Navy increases its focus on the working environment, it makes sense for CNRC to follow suit, especially since it appears to have a direct correlation with recruiters' attitudes toward performing their mission.

Additionally, recommend CNRC sponsor further research on leadership styles affecting command climate, using the following Naval Postgraduate School thesis as an example. In June 2000 Eric Kyle wrote a thesis that

> ...provides the reader with insight into what leadership traits and characteristics Midshipmen at the United States Naval Academy desire in an effective Company Officer. The author interviewed 40 Midshipmen in eight separate focus group sessions comprised of five Midshipmen in each group. The data from the focus group sessions were analyzed to produce a list of desired leadership traits and characteristics. This list was presented back to 1,392 Midshipmen in survey format (Kyle, 2000).

The benefit of this research is that it would provide specific "best practices" or positive leadership examples that all in supervisory positions in CNRC could follow.

2. Establish a Formal Incentives Working Group Made Up of Both CRF and non-CRF Recruiters

Selecting a top-performing 9585 recruiter from each recruiting region would provide one more means of recognition and would facilitate field input into the incentives system. This working group would advise on potential changes and recommend new incentives to the headquarters. Additionally, each region and NRD could establish an incentives working group at their level. The intent is not to add another layer of

bureaucracy but to provide a means for capitalizing on recruiters' energy and enthusiasm. Further recommend study of the US Air Force Reserve Recruiting Advisory Group (the "Century Club").

3. Establish a Goal Sabbatical Program

Recruiters ranked the goal sabbatical program as the highest of the tangible and highest of the proposed incentives. Recruiters are concerned about having time off and quality time with their families. This program would enable them to enjoy a break during their recruiting assignment. The likelihood is that many top performing recruiters would not participate, as that would decrease their chances of winning Recruiter of the Year competition, or lower their production thus affecting their REIP possibilities. However for those recruiters who do not feel that ROY or REIP are within their grasp, a sabbatical would give them a chance to refresh.

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APPENDIX A. 2000 RECRUITER MOTIVATION SURVEY

1. I want my recruiting mission to be challenging.
   1 strongly agree
   2 agree
   3 neither agree nor disagree
   4 disagree
   5 strongly disagree

2. Earning my first Gold Wreath did or will motivate me to meet mission.
   1 strongly agree
   2 agree
   3 neither agree nor disagree
   4 disagree
   5 strongly disagree

3. Knowing I could receive recognition as National Recruiter of the Year for my efforts motivates me to meet mission.
   1 strongly agree
   2 agree
   3 neither agree nor disagree
   4 disagree
   5 strongly disagree

4. I am driven to accomplish mission because I don't want to let my station down.
   1 strongly agree
   2 agree
   3 neither agree nor disagree
   4 disagree
   5 strongly disagree

5. Encouragement from my RINC motivates me to meet mission.
   1 strongly agree
   2 agree
   3 neither agree nor disagree
   4 disagree
   5 strongly disagree

6. Knowing I could receive recognition as District Recruiter of the Year motivates me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

7. Support from my CO does/would motivate me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

8. When my mission is greater than I expect of myself, I am driven to achieve it.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

9. Receiving a cash bonus for every accession who completes boot camp would motivate me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

10. A challenging mission does/would motivate me to achieve goal.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

11. Receiving a cash award for being district recruiter of the month would motivate me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

12. A strong sales training program in the command does/would motivate me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

13. Being part of a winning team does/would motivate me to meet mission

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

14. Receiving a Letter of Commendation for a fifth Gold Wreath does or will motivate me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

15. A positive command climate does/would motivate me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

16. The possibility of advancement through the Recruiting Excellence Incentive Program (REIP) motivates me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

17. My team's success is more important to me than individual recognition.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

18. Not being goaled for one month as a reward for making goal 6 consecutive months would motivate me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

19. Earning a production NAM motivates me to meet mission.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

20. I feel great when I accomplish a mission I wasn't certain I could accomplish.

1 strongly agree
2 agree
3 neither agree nor disagree
4 disagree
5 strongly disagree

Open-ended questions

1. What current local incentive motivates you most to make goal?

2. What current national incentive motivates you most to make goal?

3. What new national incentive would motivate you most to make goal?

4. What new local incentive would motivate you most to make goal?

5. What is the primary contributor to your motivation to make goal?

6. What is the primary deterrent to your motivation to make goal?

In order to help us group responses, please provide the following information

1. Are you a member of the Career Recruiting Force?
   - Yes
   - No

2. What is your paygrade?
   - E4
   - E5
   - E6
   - E7
   - E8
   - E9

3. What is your rating? _____

4. How long have you been on recruiting duty? _____ months

5. Did you volunteer for recruiting duty?
   - Yes
   - No

6. To which region are you assigned?
   - Northeast
   - South
   - Midwest
   - West

7. During the past 12 months, I have made goal _____ months

Thank you for taking the time to complete this survey.

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   Naval Postgraduate School
   Monterey, CA 93943-5101

5. LCDR Ellen Emerson, USN 2
   P.O. Box 25243
   Arlington, VA 22202-9998

6. Mr. Ralph Goodrich 1
   CNO (N1H)
   2 FOB Navy Annex
   Washington, DC 20350-2000

7. Mr. John Noble 1
   Commander, Navy Recruiting Command (Code N52)
   5722 Integrity Drive, Building 784
   Millington, TN 38054